**Guideline on Child Care Centres**

**under**

**Ethiopia’s Urban Productive Safety Net Program (UPSNP)**

**PART ONE: ESTABLISING CCCs in UPSNP WOREDAs**

For: The Urban Job Creation and Food Security Agency, the Ministry of Urban Development, and

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# Introduction

The CCC guidelines are intended to inform, guide and streamline the contribution of stakeholders in the establishment and operation of Child Care Centers under Ethiopia’s Urban Productive Safety Net Program (UPSNP), hereafter referred to as CCCs. The guideline is informed by the two formative pieces of work: First, a review of international and local experience in early childhood care and development (ECCD) in general and in safety net programs in particular, was conducted. That was followed by a rapid formative assessment of existing CCCs under UPSNP and child care practices among UPSNP households in order to take into account the UPSNP context that need to be taken into in developing this guideline.

The guidelines are in presented in two booklets: This - Booklet One - is intended to support decision makers at federal, regional, city and woreda levels in rolling out and establishing CCC at UPSNP woredas. More specifically, it establishes benchmarks against which CCCs may be evaluated and inform decision on action that may be taken to improve the quality of CCC. Booklet Two aims to guide grass-root day-to-day operation of established CCCs and inform parents/ other caregivers on the activities of and safety measure in place at the CCCs.

Each section in both parts begins with a brief statement that provides a rationale for and guides the provisions in the section. The statement is informed by review of scientific evidences, local and international best practices including the Nurturing Care Framework.

Each guiding statement is then followed by a set of prescriptions. The specified procedures under a provision attempt to take into account the Ethiopian context in general and the realities of UPSNP in particular in operationalizing the provision. However, better customizing the procedures to the varied UPSNP context will continue to be a matter of sustained learning by UPSNP stakeholders.

Part One of the guidelines makes reference to the following elements of the UPSNP CCC package outlined in the Roadmap for Rollout of CCC in UPSNP.

1. Communication Strategy
2. Knowledge Management and quality assurance mechanism
3. CCC database
4. Referral Network Establishment Procedure

# Section One: Planning, Resourcing and Monitoring

**Guiding statement:** For child care centers to be sustainable, they should be relevant to the city in which they are being implemented. To this end, City Councils need to systematically select from available CCC options based a careful assessment of human, material, cultural and political resources available in the city. In doing so, they need to engage and seek the participation of all stakeholders to the extent possible.

## CCC options

City UPSNP Councils have two CCC options to choose from. These options are briefly described below but detailed guidelines on various elements of the two options are provided in the subsequent sections:

**Option 1**: Mobile CCCs at PW sites but with trained UPSNP beneficiaries or/and incentivized community volunteers to serve as CCC Workers.

**Option 2**: Fixed low-cost community CCCs to serve young children in PW, PDS, and TDS households.

## Procedure for choosing from the two options

Each city UJCFS Council is mandated to choose the option that is most appropriate to the context of its City. In choosing an option, the Council should first mandate the CCC Technical Committee under it (which includes experts a Social Safeguards Specialist from the UPSNP Coordination Office, a Child Protection expert from the Bureau/offices of Children and Women’s Affairs, a Social Worker from Labour and Social Affairs, a Health Extension Worker of the Health Office and a pre-primary education expert from the Education bureau, among others). The taskforce should do the following:

1. Undertake a review of the two available Options against the social, economic and political conditions prevailing in the City. In doing so, the taskforce may solicit the opinions and perspectives of various stakeholders within and outside its jurisdiction that may not be represented in the Council.
2. Recommend to the Council the option that best suits the city’s context.
3. Based on the recommendations of the Taskforce, the Council may make an informed decision on the better option for the city.

In recommending the better option, the CCC Technical Committee should follow the following three steps:

**Step 1:** **Thoroughly review the minimum standards pertaining to the two options**. These standards are detailed in the various sections of this guideline. Annex A provides brief summary of some elements of the Two CCC Options.

**Step 2:** **Assess potential benefits and challenges of implementing each option in the city**. The following questions may **guide** the TF assessment.

What are the benefits of two options respectively?

What are the challenges to implement the two options respectively?

What resources we have in the woreda/sub-city to implement CCC?

To weigh the benefits against the challenges, and to take our resources in to consideration, which option is better for us? Why?

In addition, Annex B offers a set of criteria that may guide the Technical Committee in assessing the potential benefits and challenges of CCCs.

**Step 3: Arrive at consensus as to which of the two CCC Options optimizes the trade-off between benefits and challenges given the context of your city.** The decision should be based on a prior assessment to be undertaken in Step 2.

## Developing strategic and annual plans

Once a council chooses the option most appropriate to the city, it should do or take into account the following:

1. Develop a CCC Development Strategic Plan as part and parcel of the UPSNP overall plan and planning templets and framework, laying out goals for the number of CCC to be established and the resources that may be expected of the various stakeholders within its jurisdiction. The UPSNP Councils at all levels should be responsible for the development of the plan.
2. The Councils should also develop a CCC development annual plan that aims to meet a portion of the goals stipulated in the strategic plan.
3. Both the Strategic and annual plan should include funding needs and source and status of funding (funded/in pipeline/unfunded). To the extent possible, the financial plans should be detailed using UPSNP budgeting template.
4. In developing both plans, a Council should seek the participation and be able to secure the commitments of stakeholders within and outside its jurisdiction.
5. Both plans should be conceived as part and parcel of UPSNP implementation plans. They should align with the planning and budgeting framework employed by UPSNP.

## Mobilizing CCC resources

Implementation of the Strategic and annual plans require material and nonmaterial resources which need to be mobilized. To ensure that minimum resources are available to CCCs, the Council may promote low cost options and distributing resource burdens among various stakeholders.

Table A on the next page suggests various methods to reduce cost while Table E suggests various sources for recurring and capital expenditures that sustaining a CCC may require. In addition, the Council may consider other options not included in the tables.

**A. Suggested cost reduction strategies by stakeholders**

|  |  |
| --- | --- |
| **Stakeholder** | **Cost Reduction Strategies** |
| 1. Beneficiaries | * Cost sharing |
| 1. Community CCC Steering Committee (with Iddirs, religious communities other CBOs and prominent persons) | * Mobilizing community resources including from members of iddirs, religious communities and the business community * Advocating with consumer associations to procure groceries and other items at cost price, e.g. Dessie |
| 1. Woreda/ Kebele UJCFS Office | * Providing PW during construction; |
| 1. Woreda/ kebele implementing Agencies | * Providing free ongoing technical support in health, education, child protection and community mobilization etc. to the CCCs within their jurisdiction |
| 1. City Municipality (with UJCFS Steering Committee) | * Providing plots of land or appropriate existing facility in each Ketena for exclusive use as CCC. * Mobilizing financial support from city Option stakeholders including from the business community |

**E. Suggested distribution of resource burden among stakeholders**

|  |  |  |  |
| --- | --- | --- | --- |
|  | | **Source** | **Purpose** |
| 1. **Capital** | | | |
| Financial | | * Grant by municipality, UPSNP, Business community, Development partners | * Procurement of building materials and engage skilled labour * Procurement of furniture and equipment * Procurement of fixed play materials (optional) |
| In-kind | | * Municipality | * allocation of land or befitting facility |
| * UPSNP PW | * Provision of unskilled labour |
| 1. **Recurrent** | | | |
| Financial | * Regular contribution by CBOs, municipality and UPSNP * Regular fees (cost sharing) by beneficiaries * Irregular grants by private sector, NGOs/ CSOs and the international community | | * Salary and training of CCC Workers and administrators * Utilities * Maintenances and repairs * Workshops for making play materials and toys from local materials |
| In-kind | * Municipality | | * Regular oversight, guidance and support |
| * UPSNP PW | | * Provision of unskilled labor (e.g. CCC cleaners, CCC Security guards, gardeners etc.) |
| * Sector bureaus | | * Provision of technical support and supervision (in, for example, health extension workers, ECE experts, social workers, child protection officers) |
| * International community | | * Provision of technical support |

## Monitoring implementation and facilitating learning

The City Council should facilitate monitoring of implementation of the annual plans at various levels of the CCC institutional hierarchy through the monitoring and learning mechanisms specified in Table F below:

|  |  |  |  |
| --- | --- | --- | --- |
| **Level** | **Mechanisms and Participants** | **Frequency** | **Lead** |
| Community | Review meetings with CCC Workers and support personnel and chair of CCC steering committee | Monthly | Woreda CCC Coordinator |
| Woreda | Lead CCC Workers, designated CCC Workers from the offices of health, education, women and children affairs and labor social affairs, Community CCC Steering Committee | Quarterly | The Woreda Woreda CCC Coordinator |
| Woreda | Review meetings with CCC Coordinator, Woreda UPSNP head, lead CCC Workers, three representatives of designated workers from each of the offices of health, education, women and children affairs and labor social affairs, chairs of community CCC steering committees in their respective woredas/ kebeles and heads of their respective offices. | Semi Annually | The woreda/ kebele managers (Chair of the woreda UPSNP council) |
| City | Review meetings with the CCC Coordinators of the various woredas/ kebeles, one representatives of designated workers from each of the offices of health, education, women and children affairs and labor social affairs. In addition, each woreda will identify three communities, each with high, medium or low CCC development performance and invite the Lead CCC Workers and Chairs of community CCC steering committees | Annually | The City mayor (Chair of the city UPSNP council) |
| Federal | * Impact and Process evaluations. * Review meetings with the CCC Coordinators of the various Cities, three representatives each of the Ministries of health, education, women and children affairs and labor social affairs. In addition, each city will identify three communities, each with high, medium or low CCC development performance and invite the Lead CCC Workers and Chairs of community CCC steering committees. * JRIS |  | Chair of the federal UPSNP council |

# Section Two: Institutional arrangement

**Guiding statement:** The CCC will not create a new institutional arrangement of its own. Instead, it mainstreams CCC mandates into the existing UPSNP institutional arrangement. The mainstreaming is intended to encourage community participation and municipality ownership facilitated and coordinated by the UJSFS structures at all levels to foster sustainability of the CCCs. In particular, the mainstreaming encourages communities in UPSNP sub woreda/kebele levels in general and UPSNP beneficiaries in particular to participate in the management and operations of the CCCs. It also places a particular mandate on municipalities which is provision of overall guidance and necessary infrastructure and resources that other stakeholders could not afford to provide. As other aspects of UPSNP, the UPSNP secretariat from federal to the local levels will coordinate the contribution of various stakeholders.

## Institutional arrangement

## Duties and responsibilities

**1. The Federal UJCFS Council**

1. The Federal UJCFS Council in the existing UPSNP institutional arrangement is the highest authority and will provider overall guide and support rolling out of CCCs in the various regional cities. To this end, the Council will have the following specific roles and responsibilities:
2. Define a CCC development project for rolling out CCCs nationally as part of the UPSNP strategic and annual plans
3. Define and implement communication strategy aimed at mobilizing stakeholders in implementing the CCC development project.
4. Develop a Guideline for Establishment of Referral Network to serve children in UPSNP households.
5. Provide oversight, technical and available financial support to regional UJCFS Councils in assessing opportunities and challenges of their respective city and in the development and implementation of a CCC development Action Plan as part of UPSNP implementation plan of their respective regions.
6. Mobilize federal and international resources to support roll out of CCCs.
7. Develop and implement a standardized CCC database and M&E framework for use by all regions,
8. The Federal Council will assign a CCC focal person/ coordinator and/or a technical committee who provides it with technical support. The committee will include relevant experts of relevant ministries and will be co-chaired by the Ministry of Education and the UJCFS.
   * 1. **The Regional UJCFS Council**
9. Each regional UJCFS Council in the existing UPSNP institutional arrangement which is lead by the region’s President will assume the responsibility for rolling out and guiding CCCs in the region’s urban areas. The Council will be accountable to the federal UJCFS Council and will have the following roles and responsibilities:
10. Undertake a assessment of opportunities and challenges of their respective region in terms of rolling out CCCs,
11. As part of the regions UPSNP implementation plan, define a CCC development Action plan for rolling out CCCs in the region based on the national project and taking into account regional context.
12. Define and implement a communication strategy aimed at mobilizing stakeholders in the region for the implementation of the CCC action plan.
13. Provide necessary support for, monitor and evaluate the implementation of the federal Guideline for Establishment of Referral Network to serve children in UPSNP households.
14. Provide oversight, technical and available financial support to city UJCFS Councils in assessing opportunities and challenges of their respective city and in the development and implementation of a CCC development Action Plan as part of UPSNP implementation plan of their respective cities.
15. Mobilize regional, federal and international resources to support roll out of CCCs.
16. Implement a standardized CCC database and M&E framework developed by the federal Council.
17. The Regional Council will assign a CCC focal person/ coordinator and/or a technical committee who provides it with technical support. The committee will include relevant experts of relevant bureaus and will be co-chaired by the bureau of Education and the UJCFS.
18. The Federal UJCFS Council meets quarterly.
    * 1. **The City UJCFS Council**
19. Each city UJCFS Council in the existing UPSNP institutional arrangement which is lead by the city’s Mayor will assume the ultimate responsibility for rolling out and guiding CCCs in the city. The Council will be accountable to the regional UJCFS Council and will have the following roles and responsibilities:
20. Undertake as assessment of opportunities and challenges of their respective city in terms of rolling out CCCs,
21. As part of UPSNP implementation plan, define a CCC development action plan for rolling out CCCs in the city based on the national regional action plan and taking into account their context of their city.
22. Define and implement a communication strategy aimed at mobilizing stakeholders in the city for the implementation of the CCC action plan.
23. Develop and implement a referral network of child focused service providers based on the federal Guideline for Establishment of referral network for children in UPSNP households.
24. Provide oversight, technical and available financial support to woreda UJCFS Councils in assessing opportunities and challenges of their respective city and in the development and implementation of a CCC development Action Plan as part of UPSNP implementation plan of their respective woredas.
25. Mobilize regional, federal and international resources to support roll out of CCCs.
26. Implement a standardized CCC database and M&E framework developed by the federal Council.
27. The City Council will assign a CCC focal person/ coordinator who updates and reports to the UJCFS Council directly about CCC related activities of the UPSNP.
    * 1. **The Woreda/Kebele UJCFS Council**
28. Each woreda/ kebele UJCFS Council in the existing UPSNP institutional arrangement. which is lead by the Woreda Manager, will assume the responsibility for rolling out and guiding CCCs in the woreda. The Council will be accountable to the City UJCFS Council and will have the following roles and responsibilities:
29. Undertake an assessment of opportunities and challenges of the woreda in terms of rolling out CCCs,
30. Design and implement a CCC development action plan as part of UPSNP implementation plan of the woreda that takes into account challenges and opportunities in the region informed by the findings of the assessment.
31. Define and implement a woreda communication strategy aimed at mobilizing stakeholders in the woreda for the implementation of the CCC action plan.
32. Develop and implement a referral network of child focused serve providers in the woreda based on the federal Guideline for Establishment of referral network for children in UPSNP households.
33. Leads on setting up, running, monitoring of CCCs in the in the various localities of the city.
34. Mobilize local human, material and financial resources in support of the CCCs.
35. Allocate PW labor to various CCC task including but not limited to the following (More details on these requirements of PW labor is found in the subsequent sections):
    * + Construction of fixed CCC, where applicable
      + Setting up, bringing down and storing the tents and other CCC materials.
      + Caregiving of children, and provision of other support services such as security, cleaning and cooking and serving food, where applicable
      + Doing CCC errands such as purchasing groceries, CCC resource mobilizations activities
      + Working on vegetable gardens, poultry or ranches that provide food for CCC children.
      + Managing mobile toilets and mobile water tankers of the CCC
      + Participation of parents/ other caregivers in the quarterly parenting reflection gatherings.
36. The Council will appoint a CCC Technical Committee composed of relevant experts in the offices of UJCFS, health, education, women’s and children Affairs and Labour and Social Affairs. The Committee will be chaired by the Woreda CCC Coordinator and will be mandated with providing technical support in the development and implementation of the Woreda CCC development plan.
37. The Woreda Council will also assign a Woreda CCC Coordinator whose role is to serve as secretariat of the Technical Committee and coordinate development and implementation of the woreda CCC action plan. The coordination role will be added on existing personnel in a relevant woreda sector office or an ECD expert may be employed who will be fully dedicated to assume this role.
    * 1. **Community CCC Steering Committee**
38. The Community level will constitute the optimal catchment area that a CCC is intended to serve. Depending on their size, it could be a block, mender or Ketena of the government’s sub-Woreda/ kebele jurisdictions[[1]](#footnote-1) .
39. In each identified community will be established a CCC Steering Committee. Members will be composed of UPSNP beneficiaries, representative of community-based organizations such as religious institutions and Iddirs, local public service providers such as Health Centers, Schools, Police, and nongovernmental organizations operating in the community as well as prominent persons in the catchment area. The woreda UPSNP office and the Woreda manager will lead on establishment of the committee.
40. The Committee will be accountable to the woreda UJCFS Council and the local community and will have the following roles and responsibilities
41. raise awareness in the local community
42. Mobilize local resources and support day-to-day running of the CCCs.
43. Advocate with the woreda government and other nongovernmental and civil society organizations to supporting the establishment and operation of the CCC.
44. Participate in the selection, monitor of CCC Workers and other CCC personnel
45. Participate in the review of the status and progress of the CCC
    * 1. **Lead CCC Worker**
46. The Lead CCC Worker will be administratively responsible to the Woreda CCC Coordinator.
47. The Lead CCC Worker will also closely work with and engage the Local CCC Steering Committee.
48. The CCC will have a Person in Charge who is responsible for the day-to-day operation of the CCC as per the CCC Operating Guidelines, particularly safety, security, and cleanness at the CCC and appropriate activities.
49. Normally, the Lead CCC Worker is the Person in Charge of a CCC during working hours.
50. If the Lead CCC Worker is unavailable, he/ she will in consultation with the Woreda CCC Coordinator designate one of the assistant CCC Workers as the Person in Charge.
51. All CCC personnel including CCC Workers and support officers (such as CCC cleaners and guards) will be accountable to the Person in Charge.
52. Additional specific duties and responsibilities of the Lead CCC Workers are annexed in Booklet 3.
    * 1. **Assistant CCC Workers**
53. Assistant CCC Workers will be administratively responsible to the Lead CCC Worker.
54. Assistant CCC Workers have the overall duty of ensuring adherence to relevant provision of the CCC Operational Guideline and the CCC Curriculum. Specific duties and responsibilities of Assistant CCC Workers are annexed in Booklet 3.

## Monitoring and learning mechanisms

Defining a Knowledge Management and Quality Assurance Mechanism will facilitate learning in rolling out, managing and operating CCCs and assure the quality of their services. The table on the next page contains some among the core activities to be implemented at various levels of the institutional arrangement as part of the mechanism.

|  |  |  |  |
| --- | --- | --- | --- |
| **Level** | **Mechanisms and Participants** | **Frequency** | **Lead** |
| Community | Review meetings with   * CCC personnel * Chair of CCC steering committee | Monthly | Woreda CCC Coordinator |
| Woreda | * Lead CCC Workers, * experts designed by the offices of health, education, women and children affairs and labor social affairs to provide ongoing support services to the CCC * Members of Community CCC Steering Committee | Quarterly | The Woreda CCC Coordinator |
| Woreda | Review meetings with   * The Woreda CCC Coordinator, * Woreda CCC Technical Committee, * Woreda UPSNP head, * Lead CCC Workers, * Heads of the offices of health, education, women and children affairs and labor social affair and three experts they designed each office to provide ongoing support services to the CCC, * Chairs of community CCC Steering Committees in their respective woredas/ kebeles. | Semi Annually | The woreda/ kebele Managers (Chair of the woreda UPSNP council) |
| City | Review meetings with   * the Worda CCC Coordinator of the various woredas/ kebeles, * the Lead CCC Workers, * heads of the offices of health, education, women and children affairs and labor social affair and three experts they designed each office to provide ongoing support services to the CCC,. * Chairs of community CCC Steering Committees in their respective woredas/ kebeles. | Semi Annually | The City major (Chair of the city UPSNP council) |
| Federal | * Impact and Process evaluations | Annual | Chair of the federal UPSNP council |

# Section Three: PESRSONNEL

**Guiding statement:** The child’s physical growth and cognitive, language, and social and emotional development largely depends on the capacity of his/her CCC Workers to understand and respond to the child’s needs. This means all CCC personnel, in general, CCC Workers in whose care the child rests, in particular, have a critical role to play in promoting the development and care of children in the CCC. Therefore, particular attention should be given to the recruitment, training and provision of continuous supportive supervision of CCC personnel.

## Composition

1. Each CCC should have one Lead CCC Worker. In addition, the CCC should have at least two Assistant CCC Workers, each for toddlers (2-3-year-old) or preschoolers (3-6-year-old).
2. Determining the actual number of CCC Workers in each CCC should be based on provisions in Section 8 on Grouping of Children.
3. Accordingly, one CCC Worker should care for a maximum of 6 toddlers or a maximum of 10 preschoolers.
4. In addition, the Public Works leader may assign at least one cleaner and one guard from public work participants. Fixed CCC should have at least one cleaner and one guard assigned permanently.

## Recruitment and Incentives

In both mobile and fixed CCCs,

1. The Community CCC Steering Committee together with the Woreda CCC Coordinator should be responsible for recruitment CCC personnel following the recruitment criteria specified in Annex A. Community CCC Steering Committee may add additional or modify the specified criteria to incorporate characteristics that the respective woreda context may require.
2. Annex B provides the job description detailing the roles and responsibilities of each category of personnel.
3. As indicated in the set of recruitment criteria, priority should be given to PW beneficiaries to fill any position whose minimum criteria they may satisfy.
4. If PW client who meet minimum criteria are not found, incentivized community volunteers may be sought from residents of the Ketena. The package of incentives will be determined by the Woreda CCC steering Committee but should exceed the transfer amount given to PW beneficiaries.
5. The service of a PW beneficiary in any CCC position should be counted as PW.
6. The municipality may establish a fund from which community volunteers serving as CCC Workers may be given token incentives.

## Training

1. The Woreda CCC Technical Committee in collaboration with the Woreda CCC Coordinate should organize an intensive pre-service training to all CCC Workers using a standard CCC Workers Training Manual[[2]](#footnote-2) prepared by UPSNP. The pre-service training will take two weeks and adopts active learning methodologies suited for adults. In addition, CCC Workers should be provided with refresher training every two years.
2. All personnel should be provided with an orientation on the basics of early child development as well as training on the objectives, standards and procedures and operations of the CCC as well as their rights and obligations and roles and responsibilities.
3. Lead CCC Worker should be provided with additional training of one week on CCC management as well as supportive supervision following a CCC Management and Supervision Manual[[3]](#footnote-3) prepare by the UPSNP using active learning methodologies suited for adults.

## Supportive on-the-job monitoring and supervision

1. The Woreda CCC Coordinator should pay a monitoring and supervision visit to each CCC regularly. The Woreda CCC Technical Committee will determine how often each CCC should be visited by the Coordinator taking into the institution capacity dedicated for CCC coordination and the realities of CCC in the Woreda.
2. Among the purposes of the Coordinator’s visits to each CCC is to assure quality, provide on-the-job hand-holding and coaching and undertake troubleshooting etc.
3. The Wreda CCC Coordinator will be guided by the Monitoring and Supervision Checklist[[4]](#footnote-4) during his visits to CCCs.
4. The Woreda CCC Coordinator should organize monthly reflection gathering with CCC personnel and members of the Woreda Steering Committee as specified under Section 2.3. of this manual in which experiences, challenges and opportunities are explored.
5. As specified under 2.3. the Woreda CCC Coordinator should organize quarterly reflection meetings with Lead CCC Workers, experts designed by the offices of health, education, women and children affairs and labor social affairs to provide ongoing support services to the CCC and Members of Community CCC Steering Committee.

# Section Four: Physical Facility

**Guiding statement**: It is important to make sure that the physical facility of the CCC is safe, clean, in good repair, and intellectually stimulation for young children to grow, play, and develop their potential. Sub-sections 5.1 – 5.7 cover location, outdoor space, building, indoor space, WASH facilities, furnishings and equipment, and toys and other early learning materials. The lead CCC Worker must monitor the physical facility daily to identify and remove or repair anything that may cause injury to children.

The Minimum Standards are required and must-to-have for every CCC, but the Good-to-Have items are suggested but not required.

The minimum standards for outdoor space, building, indoor space, WASH facilities, quantity of toys and other early learning materials, and so on are based on that there are at most 15 toddlers and 25 preschoolers per room at the CCC.

## Location

|  |  |  |
| --- | --- | --- |
| **CCC Options** | **Minimum Standards** | **Good-to-Have** |
| **Option 1**  Mobile CCC at PW site | 1. Within a walking distance of 15 minutes (less than 1,000 meters away) from the PW site 2. At least 30 meters away from PW site, river, cliff, busy street, and other hazards 3. At least 30 meters away from toilet, litter bins, sewage, trash or waste treatment site, and other pollution sources, and at the upwind side | 1. Near health post 2. Near water point where clean and safe water is available |
| **Option 2**  Fixed CCC in ketena of UPSNP beneficiaries | 1. Located centrally in the ketena the CCC serves 2. At least 30 meters away from PW site, river, cliff, busy street, and other hazards 3. At least 30 meters away from toilet, litter bins, sewage, trash or waste treatment site, and other pollution sources, and at the upwind side | 1. Near health post 2. Near water point where clean and safe water is available |

## Outdoor Space

|  |  |  |
| --- | --- | --- |
| **CCC Options** | **Minimum Standards** | **Good-to-Have** |
| **Option 1**  Mobile CCC at PW site | 1. At least one square meter per child[[5]](#footnote-5) 2. Level playground, grass or sand or dirt, not waterlogged, not bushy, and no open fire 3. Free of sharp objects, human or animal feces, trash, harmful plants, and construction structures 4. Complete fence[[6]](#footnote-6) made of safe and locally available materials to prevent animals from coming to the outdoor space and to prevent children from going outside, with 1-2 doors that can be closed 5. Doors must be kept clear of obstructions 6. Safe and clean toys and play things made of recycled and locally available materials, e.g. old tyres, old jerry cans, jumping ropes, and stuff balls 7. A trash can |  |
| **Option 2**  Fixed CCC in ketena of UPSNP beneficiaries | 1. At least one square meter per child1 2. Level playground, grass or sand or dirt, not waterlogged, not bushy, and no open fire 3. Free of sharp objects, human or animal feces, trash, harmful plants, and construction structures 4. Complete fence2 made of safe and locally available materials to prevent animals from coming to the outdoor space and to prevent children from going outside, with 1-2 doors that can be closed 5. Doors must be kept clear of obstructions 6. Safe and clean toys and play things made of recycled and locally available materials, e.g. old tyres, old jerry cans, jumping ropes, and stuff balls 7. A trash can | 1. Garden with local vegetables and safe flowers 2. Sand box with clean empty plastic bottles, bowls, cups, and so on 3. Outdoor toys, such as swing, see-saw, and slide |

## Building

|  |  |  |
| --- | --- | --- |
| **CCC Options** | **Minimum Standards** | **Good-to-Have** |
| **Option 1**  Mobile CCC at PW site | 1. Solid, safe, and weather-proof (e.g. rain and sun) 2. Ceiling should be two meters or higher 3. Windows should allow for good light and ventilation 4. At least one door 5. Door must be kept clear of obstructions 6. Floor should be covered with material that is suitable for children to sit and play on, such as locally woven mats 7. If tent is used, the tent should be made of solid and harmless materials, such as canvas or polyester PVC coated | 1. Two doors for each tent |
| **Option 2**  Fixed CCC in ketena of UPSNP beneficiaries | 1. Solid, safe, and weather-proof (e.g. rain and sun) 2. Made of similar construction materials (not poisonous or harmful) and in a similar style as the houses in the ketena CCC serves 3. Accessible for children with physical disabilities 4. Ceiling should be 2.5 meters or higher 5. Windows should allow for good light and ventilation 6. Two doors per room – one in the front and the other at the back of the room 7. Doors must be kept clear of obstructions 8. Floor should be smooth but not slippery 9. Floor should be covered with material that is suitable for children to sit and play on, such as locally woven mats | 1. Permanent building instead of temporary or semi-permanent building 2. Flooring with cement or concrete 3. The walls should be painted in light color with harmless material |

## Indoor Space

|  |  |  |
| --- | --- | --- |
| **CCC Options** | **Minimum Standards** | **Good-to-Have** |
| **Option 1**  Mobile CCC at PW site | 1. For each child, the indoor space should be two square meters or more 2. One tent/room for the toddlers’ group and one tent/room for the preschoolers’ group[[7]](#footnote-7) 3. 20 square meters or more for the toddlers’ tent/room, for 10 toddlers at most 4. 40 square meters or more for the preschoolers’ tent/room, for 20 preschoolers at most 5. Clean and safe, free of sharp objects, human or animal feces, trash, toxic materials, or other harmful things | 1. A nap area in each tent/room 2. In the preschoolers’ tent/room, 3-4 play areas should be set up and equipped with toys and play things (home-made or bought)[[8]](#footnote-8) |
| **Option 2**  Fixed CCC in ketena of UPSNP beneficiaries | 1. For each child, the indoor space should be two square meters or more 2. One room for the toddlers’ group and one room for the preschoolers’ group 3. 30 square meters or more for the toddlers’ room, for 15 toddlers at most 4. 50 square meters for preschoolers’ room, for 25 preschoolers at most 5. Clean and safe, free of sharp objects, human or animal feces, trash, toxic materials, or other harmful things 6. In the preschoolers’ tent/room, 4 play areas should be set up and equipped with toys (home-made or bought)[[9]](#footnote-9) | 1. A nap area in each room |

## WASH Facilities

|  |  |  |
| --- | --- | --- |
| **CCC Options** | **Minimum Standards** | **Good-to-Have** |
| **Option 1**  Mobile CCC at PW site | 1. Two handwashing stations or more 2. Each handwashing station includes a container with tap or a veronica bucket set up at an appropriate height for young children, with a receiving bucket and a soap bar or liquid soap 3. Constant supply of safe and clean water for handwashing 4. Boiled water that has cooled down and is contained in clean individual bottles for children to drink (provided by parents/CCC Workers) 5. At least one potty for every five toddlers or preschoolers | 1. Toilet at least 30 meters away from the tents/rooms for preschoolers 2. If pit latrine, the drop-holes should be of appropriate size for young children 3. Toilet/Pit latrine should be accessible for children with physical disabilities |
| **Option 2**  Fixed CCC in ketena of UPSNP beneficiaries | 1. Two handwashing stations or more, including one handwashing station positioned outside toilet 2. Each handwashing station includes a container with tap or a veronica bucket set up at an appropriate height for young children, with a receiving bucket and a soap bar or liquid soap 3. Constant supply of safe and clean water for handwashing 4. Boiled water that has cooled down and is contained in clean individual bottles for children to drink (provided by parents/CCC Workers) 5. At least one potty for every five toddlers 6. Toilet at least 30 meters away from the rooms for preschoolers. 7. If pit latrine, the drop-holes should be of appropriate size for young children 8. Toilet/Pit latrine should be accessible for children with physical disabilities 9. One drop-hole for every 20 boys and one drop-hole for every 20 girls, with a partition 10. A toilet for CCC Workers with door that can be locked from inside | 1. Tap for handwashing at child’s height 2. If running water is available, flush toilet should be used |

## Furnishings and Equipment

|  |  |  |
| --- | --- | --- |
| **CCC Options** | **Minimum Standards** | **Good-to-Have** |
| **Option 1**  Mobile CCC at PW site | 1. Clean locally woven mats for sitting and playing on 2. A dedicated mat at one corner of the tent/room for changing nappies/diapers 3. A dedicated mat at one corner of the tent/room for sick child to rest temporarily while the CCC Workers call Health Extension Worker for assistance | 1. A fire extinguisher 2. A first aid kit 3. A mat at one corner of the tent/room for children to nap 4. A trash can per tent/room |
| **Option 2**  Fixed CCC in ketena of UPSNP beneficiaries | 1. Clean locally woven mats for sitting and playing on 2. A dedicated mat at one corner of the room for changing nappies/diapers 3. A dedicated mat at one corner of the room for sick child to rest temporarily while the CCC Workers call Health Extension Worker for assistance 4. Clean cardboard cartons or containers made of local materials for toys and other early learning materials 5. A trash can per room 6. A fire extinguisher 7. A first aid kit | 1. A fire extinguisher per room 2. A mat at one corner of the tent/room for children to nap 3. Wood or plastic tables and chairs that are safe and age appropriate for young children 4. Wood pegs on wall for hanging children’s clothes, bags, water bottle, etc. 5. Shelves made of wood, bamboo, or other local materials for toys and other early learning materials |

## Toys and Other Early Learning Materials

|  |  |  |
| --- | --- | --- |
| **Age Groups** | **Minimum Standards** | **Good-to-Have** |
| **Toys for a Toddlers’ Room** | 1. Homemade toys such as baby dolls, hand puppets, and xxx 2. Local fabric, about 60 cm x 60 cm, for peek-a-boo 3. Plastic cups, plates, and bowls of different colors, 10 each, for sorting and stacking 4. Plastic and stainless-steel spoons, 10 each, for drumming, dropping and picking up 5. Board books, 2 books 6. Board puzzle, 1 set 7. Sponge foam ball of different colors, 1 set of 5[[10]](#footnote-10) 8. Sort and stack set, 1 set of 10 cups[[11]](#footnote-11) | 1. ??? |
| **Toys and Other Early Learning Materials for a Preschoolers’ Room** | For a list of play and early learning materials in each of the four corners in the pre-schoolers shelters, refer to Section 7.7. Entitled “Management of active play spaces and use of play materials”. The list includes but is not limited to:   1. Home-made toys such as baby dolls, hand puppets, and xxx 2. Age-appropriate picture books, 10 books 3. Memory cards, 1 set of 32 cards 4. Dominoes, 1 set of 28 pieces 5. Puzzle blocks, 1 set of 12 cubes 6. Jigsaw puzzle, 1 set of 20 pieces 7. Beads and strings, 1 set of 50 pieces 8. Building blocks, 1 set of 50 pieces 9. Number rods, 1 set of 10 rods (1-10) 10. Safety scissors for children, 10 pairs 11. Crayons, pack of 8 colors, 10 box 12. Pad of colored paper, pad of 50 sheets, 10 pads 13. Coloring pencil, pack of 12 colors, X packs 14. Glue, 170 ml, X 15. Pencil, box of 12, x boxes 16. Eraser, box of 20, x boxes 17. Pencil sharpener, pack of 20, x packs | 1. Homemade picture books made by children with support of CCC Workers and parents/CCC Workers 2. Old calendars, magazines, and other paper products |

# Annexes

## A brief summary of elements of the Two CCC Options

|  |  |
| --- | --- |
| **Option 1 Mobile CCC at PW site** | **Option 2 Fixed CCC in ketena of UPSNP beneficiaries** |
| 1. Tents to protect children from sun and cold 2. An experienced PW beneficiary or incentivized community volunteer trained and assigned to serve as head CCC Worker on a regular basis until graduation 3. Selected PW beneficiaries or incentivized community volunteer to be trained and serve as assistant CCC Workers on a regular basis until graduation 4. Play materials to be made of locally available materials 5. A schedule of CCC activities predetermined for CCC Workers to strictly follow 6. Support services provided by HEW, Health posts, ECE experts at the education bureau, child protection services by OWCA officers, psychosocial support by BoLSA social workers 7. Water tankers installed at the PW site if permanent or beneficiaries may be told to bring water for their respective children 8. Mobile toilet installed | 1. Low cost fixed facilities with minimum rooms and play spaces 2. Children in UPSNP households 3. Per the national ECE standard 4. Child friendly water taps available in the facility 5. Fixed and child friendly toilet facilities available 6. A schedule of activities based on the national ECE standard may be predetermined for CCC Workers to follow 7. Tailored PW for breastfeeding mothers, where PW location is made in or close to CCCs |

## Suggested criteria for assessing benefits and challenges of CCCs.

The table below suggest set of criteria that may guide the TF in assessing the potential benefits and challenges of CCCs. The taskforce may consider additional potential benefits or/and challenges that may not be included in the tables.

|  |  |
| --- | --- |
| **Criteria for gauging benefits of various Options of CCC** | |
| **Benefits** | **Remarks** |
| 1. Hours of services | Option 2 provides longer hours of services and more hours for early stimulation and learning activities. |
| 1. Child sensitivity | The facilities in Option 2 are probably more child friendly, and it requires less time to go to the CCC, as it is a fixed and located in the ketena of the UPSNP beneficiaries |
| 1. Gender sensitivity | Option 2 is more gender sensitive because it requires organizing PW specifically tailored for breastfeeding mothers and also serves mothers in PDS and livelihood activities. Moreover, Option 2 serves all categories of mothers and hence has better empowerment impact |
| **Criteria for gauging challenges of various Options of CCC** | | |
| 1. Community ownership | Option 2 requires greater ownership of the CCCs by the community | |
| 1. Burden of coordination | Option 1 requires less engagement and commitment of stakeholders | |
| 1. Coverage | Option 2 covers all children in UPSNP households whereas Option 1 cover only those in PW households. | |
| 1. Capital budget | Option 2 requires more capital expenditure to build/ renovate CCC facilitates, which may not be easy to mobilize while 1require only camping tents. | |
| 1. Recurrent budget | Option 2 requires recurrent expenditures such as incentives for volunteer CCC Workers, utilities etc. While option 1 requires payments of incentive for CCC Workers, even that if it engages incentivised volunteers. | |

## Job Descriptions and Selection Criteria of CCC Personnel

* 1. **Woreda CCC Coordinator**

1. **Job description**

The Woreda CCC Coordinator is accountable to the Woreda UPSNP Coordinator and has the overall duty of ensuring adherence to provision of the CCC Operational Guideline, the CCC Curriculum, Communication Strategy, the CCC database and other related guidelines and directives related to the development and operation of CCCs in the Woreda. Among the specific duties and responsibilities of the CCC Coordinators are:

1. Training of Lead and Assistant CCC Workers
2. In-service refresher training of Lead and Assistant CCC Workers
3. Providing continuous and supportive supervision to Lead CCC Workers
4. Lead on continuous mobilization of woreda level stakeholders in support of CCCs in the woreda
5. Lead on coordinated support to the CCCs in the woreda by sector offices; particularly, of health, education, labor and social affairs and women and children’s affairs.
6. Lead on the establishment and operation of a referral network following the federal “Referral Network Establishment Procedure”.
7. Support CCC Steering Committees in mobilizing their communities in support of their respective CCCs
8. Regularly update the CCC database of the woreda
9. Lead on evaluate the performance of various CCCs in the woreda.
10. Track lessons learnt in the establishment and operation of CCCs in various communities in the woreda to inform deliberation of the woreda UPSNP Council on the subject.
11. Provide any support needed by the Woreda CCC Technical Committee.
12. **Selection Criteria**
13. No criminal record
14. Bachelor’s degree in psychology, social work or education
15. Experience in teaching and caring for toddlers or preschooler
16. Project coordination experience
17. Experience in community organizing
18. Ability to work in group
19. Physically able to travel regularly

* 1. **Lead CCC Worker**

1. **Job description**

The Lead CCC Worker is accountable to the Woreda CCC Coordinator and the Community CCC Steering Committee. The Lead CCC Worker is the Person in Charge of the CCC and has the overall duty of ensuring adherence to provision of the CCC Operational Guideline and the CCC Curriculum by Assistant CCC Workers and other CCC personnel. Among the specific duties and responsibilities are the following:

1. Provide assistant CCC Workers and other CCC personnel with ongoing supportive supervision.
2. Provide support and follow up with experts in other line offices ( such as Health Extension Workers, Social Workers, Pre-Primary Education officers and Child Protection officers) avail their needed services to the CCC regularly.
3. Ensure children are properly registered and their data is sent to the Woreda UPSNP Office for entry in the CCC database and that information of enrolled children are updated annually.
4. Ensure orientations session prescribed in the guideline are provided to parents/ other caregivers.
5. Ensure guidelines on physical facilities and physical environment are observed
6. Asserting children are grouped according to the prescribed age groups and sufficient number of CCC Workers are looking after them.
7. Ensure designated Check in and Check out time are effectively utilized for engaging with parents/ other caregivers.
8. Protect the CCC from intrusion by unauthorized visitors
9. Ensure children at the CCC are protected from child abuse and neglect and case of abuse and neglect are reported to appropriate authorities
10. Ensure minimum sanitation and hygiene practices =.
11. Monitor daily schedules are observed
12. Coordinate that play materials and equipment are made from locally available or cheap materials to the extent possible.
13. **Selection criteria**

The criteria for selection of Lead CCC Workers are categorized into minimum and supplementary. Minimum criteria are those criteria that candidates should fulfil in order to be selected. If no UPSNP beneficiaries is found to fulfil the minimum criteria, volunteers may be considered.

If more shortlisted candidates than are needed by the CCC fulfil the minimum criteria, the supplementary criteria are applied to the short list in selecting the Lead CCC Worker. Each supplementary criterion is assigned a maximum point and a candidate that scores the highest total point out of those who meet all minimum criteria should finally be selected to serve as Lead CCC Worker.

1. Minimum selection criteria

|  |  |
| --- | --- |
| **Criteria** | **Means of verification** |
| 1. Resident of the CCC catchment area | CSC[[12]](#footnote-12) confirmation |
| 1. Free from any chronic illness | HEW confirmation |
| 1. With no criminal record | CSC or police confirmation |
| 1. Physically strong to easily lift children weighing up to 13 kgs. regularly | HEW confirmation |
| 1. Able to easily perform psychically demanding tasks that involve sitting on the floor, bending, and standing | HEW confirmation |
| 1. Enjoys playing, singing, dancing etc. with the children | CST confirmation |
| 1. Recognized by the community for compassion and love for children | CST confirmation |
| 1. At least 10th grade completion | UPSNP written exam |
| 1. Experience in organizing and leading groups | CST confirmation |
| 1. Effective communication skills (both listening and speaking) | CST confirmation |

1. Supplementary selection criteria

|  |  |  |
| --- | --- | --- |
| **Criteria** | **Means of verification** | **Maximum point** |
| 1. Above 18 years of age | Woreda Vital Events confirmation | 5 |
| 1. Experience in voluntary community service | Letter of support | 6 |
| 1. Experience in writing formal reports and competing project report forms | Letter of support | 5 |
| 1. Training on or related to early childhood care and development. | Letter of support or certificate | 10 |
| 1. Experience in caring for a group of children in a community based or childcare setting | Letter of support or certificate | 10 |
| 1. Training in First AID | Letter of support or certificate | 7 |
| **Total maximum points** | | **45** |

* 1. **Assistant CCC Worker**

1. **Job description**

Assistant CCC Workers are accountable to the Lead CCC Worker and have the overall duty of assisting the Lead CCC Worker in ensuring adherence to relevant provision of the CCC Operational Guideline and the CCC Curriculum which includes:

1. Properly registration of children and update information of enrolled children annually
2. Providing orientations to parents/ other caregivers
3. Grouping children according to the prescribed age groups
4. Effectively utilizing designated Check in and check out time for engaging with parents/ other caregivers
5. Protecting enrolled children from child abuse and neglect and report perceived case of abuse and neglect to the Lead CCC Worker
6. Observing proper hygiene during serving of food if prepared or/and served in the CCC,
7. Adhering to minimum sanitation and hygiene prescriptions while in the CCC
8. Observing CCC daily schedule including prescriptions for free and structure play
9. **Selection criteria**

The criteria for selection of Assistant CCC Workers are similarly categorized into minimum and supplementary and selection follow similar procedure as those applied for selection of Lead CCC Workers. The difference between the two sets of criteria is that two of the minimum criteria applied to select Lead CCC Workers are now regarded supplementary for the selection of Assistant CCC Workers, as can be noted in the tables below:

1. Minimum criteria

|  |  |
| --- | --- |
| **Criteria** | **Means of verification** |
| 1. Resident of the CCC catchment area | CSC[[13]](#footnote-13) confirmation |
| 1. Free from any chronic illness | HEW confirmation |
| 1. With no criminal record |  |
| 1. Physically strong to easily lift children weighing up to 13 kgs. regularly | HEW confirmation |
| 1. Able to easily perform psychically demanding tasks that involve sitting on the floor, bending, and standing | HEW confirmation |
| 1. Should be willingness to play, sing, dance etc. with the children | CST confirmation |
| 1. Recognized by the community for compassion and love for children | CST confirmation |
| 1. Able to read and write | UPSNP written exam |

1. Supplementary criteria

|  |  |  |
| --- | --- | --- |
| **Criteria** | **Means of verification** | **Maximum point** |
| 1. Above 18 years of age | Woreda Vital Events confirmation | 5 |
| 1. Effective communication skills (both listening and speaking) | CST confirmation | 6 |
| 1. Experience in organizing and leading groups | Letter of support | 6 |
| 1. Experience in voluntary community service | Letter of support | 6 |
| 1. Experience in writing formal reports and competing project report forms | Letter of support | 5 |
| 1. Training on or related to early childhood care and development. | Letter of support or certificate | 10 |
| 1. Experience in caring for a group of children in a community based or childcare setting | Letter of support or certificate | 10 |
| 1. Training in First AID | Letter of support or certificate | 7 |
| **Total maximum points** | | **45** |

* 1. **CCC Security guard**

1. **Job description**

The CCC Guards are accountable to the Lead CCC Worker and have the overall duty of ensuring the safety and protection of enrolled children while in the CCC. Among the specific duties are

1. Ensure that unwelcome visitors do not access the CCC and its premises,
2. Monitor to prevent children from wandering off the CCC premises,
3. Assist in evacuation in emergencies.
4. Provide any other related support requested by the Lead CCC Worker
5. **Selection criteria**
6. Resident of the CCC catchment area
7. Male
8. Free from any chronic illness
9. Basic reading and writing skills
10. Able to easily perform psychically demanding tasks
11. Recognized by the community for compassion and love for children
    1. **CCC cleaner**
12. **Job description**

The CCC cleaner is accountable to the Lead CCC Worker and have the overall duty of ensuring the cleanliness of premises, room/shelters, play and other early learning materials, equipment and furniture of the CCC:

1. **Selection criteria**
2. Resident of the CCC catchment area
3. Recognized for his/her cleanliness
4. Free from any chronic illness
5. Basic reading and writing skills
6. Able to easily perform psychically demanding tasks
7. Recognized by the community for compassion and love for children

1. The local level is the catchment areas of a CCC. The formative assessment found varying size of these sub woreda/ level entities in the various cities it targeted. [↑](#footnote-ref-1)
2. This manual need to yet be developed or adapted. [↑](#footnote-ref-2)
3. This manual need to yet be developed or adapted. [↑](#footnote-ref-3)
4. This Checklist needs to yet be prepared as part of the monitoring and evaluation and learning framework of the program. [↑](#footnote-ref-4)
5. If the outdoor space is not big enough for all the children at the CCC to play at the same time, the CCC Workers can arrange for the children to take turn to come to the outdoor space to play. [↑](#footnote-ref-5)
6. Fence can be constructed with bamboo, wood, corn stalks, not poisonous/harmful plant/flower hedge, or mud with plastering mortar. [↑](#footnote-ref-6)
7. If there are fewer than 10 toddlers and preschoolers together, it is okay to have only one tent/room. [↑](#footnote-ref-7)
8. Refer to Sub-section 7.4. on “Management of active place spaces and use of play materials” under Section 7 on Daily Routines (on page 37) for more information about setting up play areas. [↑](#footnote-ref-8)
9. Ibid. [↑](#footnote-ref-9)
10. Could also be used for preschoolers. [↑](#footnote-ref-10)
11. Could also be used for preschoolers. [↑](#footnote-ref-11)
12. CST stands for Community CCC Steering Committee [↑](#footnote-ref-12)
13. CST stands for Community CCC Steering Committee [↑](#footnote-ref-13)